

Housing Management Bulletin



No. 2

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

March 20, 1943

FIELD STUDY OF MANAGEMENT

Plans are being shaped up rapidly for a field study of management of low-rent, large-scale housing under the sponsorship of the Management Division. The study is being undertaken partly at the specific request of the Division's Committee on Management of War Housing and partly in recognition of the long-standing need for an impartial agency going directly into the field to talk with managers. The Federal Public Housing Authority is lending generous support to the study but it will be directed by the Management Division. It is felt that this arrangement will permit free and frank discussion without the complications that sometimes arise when local management personnel is approached by Washington or regional officials who have some administrative jurisdiction over them.

Private and Public Developments Included

The study is planned to include and thus have particular interest to both private and public large-scale, low-rent housing developments. Very specific information will be sought. Some of the major subjects within which specific items will be selected are: physical operation and maintenance; relation of design and materials to operating and maintenance problems; and accounting and budgeting practice. A definite effort will be made to divorce the study of these subjects from particular administrative requirements of the Federal Public Housing Authority of any other federal agency in order that the resulting material will have general applicability and usefulness. For this reason, it is expected that such subjects as tenant selection, rent policies, and personnel practice will not be included even though they may receive attention from the Division through committee work or by other means.

Suggestions Wanted

A fairly definite outline of the study will be worked out when the Executive Secretary of the Division, the director of the

study, the Chairman of the Division, and Division Committee Chairmen Cox, Kroening, and Raffety will meet in Detroit on March 30. This meeting will also serve to correlate the study with the work of the three committees represented, namely: the Committee on Management of War Housing, the Committee on Management's Contribution to Planning and Design, and the Committee on Maintenance Methods and Problems, and Measurement Standards.

All members of the Management Division are asked to submit immediately to the director of the study specific suggestions of items they would like to have considered for inclusion. There is no need, however, to repeat suggestions already made directly to any of the 1942-43 Chairmen of the Division's Committees.

Last, and most important, the study will be directed by Mr. Arthur Bohnen, experienced architect, builder, and operator of low-cost housing and from time to time consultant to federal housing agencies. Suggestions should be addressed to him at 9413 Lincolnwood Drive, Evanston, Illinois.

Other Division Activities

Because of illness, Mr. Raymond A. Voigt has had to resign the chairmanship of the Committee on Management's Contribution to Planning and Design. In his place, Mr. Walter Kroening, Community Manager of Greendale (Wisconsin) has been appointed. Mr. Kroening has begun immediate work on the organization of material for committee consideration and plans to have a meeting of at least the nucleus group sometime within the month after the March 30 meeting referred to above. Members of the Committee are listed below:

Vice-Chairman: Gordon H. Simpson, Manager, Outhwaite Homes, Cleveland; Daniel Bateman, Technical Director, Housing Authority of the Birmingham District; Joseph B. Belay, Housing

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SEND NEWS, IDEAS, REPORTS, AND OTHER MATERIAL ON MANAGEMENT TO THE BULLETIN

THE MANAGEMENT'S FORUM

The editors hope to present from time to time under this heading ideas that may provoke readers of the Bulletin to submit comments for publication.

LAUNDRY IN THE HOME

Arguments about the proper facilities for laundering within the dwelling-units of a low-rent housing project are about as perennial as arguments over casein versus oil paint. Mr. W. Gerhardt, Supervisor, Division of Community Relations, Chicago Housing Authority, submits the following idea on his observation and experience.

Mr. Gerhardt Says . . .

"Laundry facilities should be removed from the kitchen, partly because of the increasing tendency to run kitchen and living room space together without any separation that prevents steaming up the living room. While central laundries outside of the dwelling-units appear to be the answer, these cannot always be supplied on a sufficient scale or in the right location and most housewives do light laundering within the dwelling-units regardless of the availability of central laundries. The proposed solution is the provision of an additional newly-designed fixture to stand beside the wash basin in the bathroom. It could either have its own faucets located below the rim to permit the use of a flat top cover or could be serviced by diverting water from the faucets serving the wash basin. Such an arrangement would permit light laundering in the bathroom, where most housewives prefer to do it, and would also facilitate the bathing and dressing of babies and small children."

How About It?

The proposal definitely falls among the category of postwar plans. How about it?

—The Editors

THE MASTHEAD.. Triplets
Mary, Ann, and Sue Coursey of
Garden Homes Estate, Savannah.

Management Adviser, Region II, Federal Public Housing Authority; Aubrey M. Davis, Sr., Housing Manager, San Diego; John Essig, Secretary-Treasurer, Housing Authority of the City of Fort Wayne; Everett G. Humble, Management Superintendent, Housing Authority of the City of Bremerton (Washington); William W. Jeanes, Treasurer, Juniata Park Housing Corporation; Guy Larcom, Detroit Metropolitan Office, Federal Public Housing Authority; James A. Madison, Manager, Poindexter Village, Columbus (Ohio); James McCoy, Sr., Housing Manager, Kramer Homes, Center Line (Michigan); Walter S. Newlin, Assistant Director of Property Management, Rental Housing Division, Federal Housing Administration; Finley Vinson, Executive Director, Housing Authority of the City of Corpus Christi; John Waterhouse, Regional Management Advisor, Region VII, Federal Public Housing Authority, Kansas City (Missouri); Chester L. Weaver, Administrative Assistant, Boston Housing Authority; Charles Weinz, Manager, Jane Addams Houses, Chicago.

The Committee on Management of War Housing has submitted to Division Chairman Paul L. Stannard an interim report of its work to date. On the basis of the recommendations in the report, direct contact by Committee members with federal housing officials concerned has been authorized for the purpose of encouraging action on some of the specific findings of the Committee. The report contains comments and suggestions on 26 different "Policies, Methods, and Practices Now Controlling." After further progress is made, some report to the entire membership of the Division will be submitted.

SOURCE OF COMMUNITY ACTIVITY FUNDS

A little-used source of assistance to housing managers in maintaining community activities programs--many of which have been curtailed due to the cessation of WPA assistance --is available through state departments of education, using George-Deen and Smith-Hughes federal funds for vocational training, matched by state and local money. Housing authority programs under this plan are in effect and are reported as highly successful in Texas and Arkansas. In these states home economists have been assigned to housing authorities on a full-time basis as coordinators of community programs and as instructors in homemaking and family welfare, with three-quarters of their salary expenses borne by the state departments of education and one-quarter by the authorities.

Two types of programs can be financed from state vocational education funds under the terms of the George-Deen and Smith-Hughes Acts:

Coordinating and Advising on Community Activities

1—The first type of program makes available to a housing authority a family-life education coordinator or consultant who attempts to:

- (a) Study needs of families
- (b) Cooperate with housing management personnel in an effort to plan overall community activities programs that

will meet needs for day nurseries, play schools, recreation groups, health clinics, Red Cross sewing groups, mothers' clubs, etc.

(c) Work with either small unorganized groups or larger organized groups in the solution of specific homemaking problems, such as clothing, food, home furnishing, child care, home management, family relationships, home care of the sick, and consumer problems.

(d) Train volunteer or local leaders.

Child Center Training Program

2— The second type program possible under the federal-state-local setup is a child center program, for which a special teacher may be provided as well as—under special circumstances—operating equipment. The child center programs are for the purpose of homemaking training and may include some adult training also. Equipment can be furnished for such centers if the program is designed for NYA participation; otherwise, the centers must be operated by the teacher in cooperation with parents and the equipment has to be furnished from other sources.

How Texas and Arkansas Programs Were Initiated

To initiate such programs for housing authorities in specific Texas and Arkansas cities, meetings were called between the area supervisors of vocational and homemaking education, the regional community relations adviser of the Federal Public Housing Authority, the local school superintendent, and the executive director of the housing authority. At these meetings the discussions were for the purpose of determining the particular housing developments under the authority's direction that would profit most by the special programs in home and family life education that it would be possible to set up with the available funds-- and also just what type program would be the most feasible locally in the opinion of the local school and housing officials.

If, on the basis of conclusions reached at such a meeting, it were decided that a state-aided program was possible, the local school superintendent and school board were authorized to select and employ a qualified homemaking teacher, with the understanding that the selection would have to meet the approval of the area supervisor of homemaking education and the local housing authority's director. This teacher then became a working member of the local authority's staff but the local school superintendent and board are responsible for her performance just as for any other teacher in the local school system. The housing authority's director and the area homemaking supervisor, of course, continue to have the right to approve or disapprove the teacher's performance and to recommend a continuance or discontinuance of her service.

Expanded Public School Programs

Another, related possibility under this kind of program can be arranged through a meeting of the area homemaking education supervisor, local school officials, and the housing authority director and determining whether or not the home and family-life education program of the local public schools can be expanded to families in housing developments,

WE PRESENT...



EXECUTIVE
COUNCILMAN
JOHN
MacGATHAN

(Tenth in a series of biographical sketches of the Division's officials.)

As reported in the January BULLETIN, Mr. MacGathan has been elected a member of the Executive Council, to serve until the Division's 1943 Annual Meeting, filling the vacancy created by the resignation of Mr. C. F. Sharpe.

Mr. MacGathan has been a houser since 1932, the year he was appointed a member of the Schenectady Common Council committee to investigate local housing conditions. In 1934 he was made the first chairman of the Municipal Housing Authority of the City of Schenectady, resigning in 1938 to manage PWA-built Schonowee Village, a 219-unit development now under lease to the Schenectady Authority. Later Mr. MacGathan was made the Executive Director of the Authority, a position he still holds and in which capacity he is now supervising the construction of two state-aided war housing developments.

Mr. MacGathan came to this country from Scotland at the age of seven. After completing a public and commercial school education, he studied business administration and electrical engineering under the three-year "test course" of the General Electric Company, remaining with the company for twenty-two years. He has been a member of the Schenectady Common Council for eight years, a member of the Board of Governors of the Schenectady County Airport, executive officer of the Civil Air Patrol of Schenectady County, director of the YMCA, and an officer or participant in numerous similar activities.

New Division Members

Alexander, Earl A. - Housing Manager
Federal Public Housing Authority,
York (Pennsylvania)

Bandor, Joseph P. - Housing Manager,
Federal Public Housing Authority,
Kansas City (Missouri)

Baublitz, Orville L. - Senior Maintenance
Engineer, Management Division,
Region II, Federal Public Housing
Authority, New York

Brentlinger, H. V. - Housing Management
Adviser, Region V, Federal Public
Housing Authority, Cleveland

Brown, Samuel M. - Housing Manager,
Newton Falls, Warren (Ohio)

Bunsa, Thomas S. - Senior Tax Analyst,
Region V, Federal Public Housing
Authority, Cleveland

Carter, Lawrence A. - Operating Man-
ager, Grace Properties, Inc., Great
Neck (New York)

Clay, Reuben A. - Resident Manager,
Douglas Park, Portsmouth (Virginia)

Conklin, Albert B. - Resident Manager,
Vista Square, San Diego

Cunningham, Marsh - Senior Housing Man-
agement Adviser, Federal Public
Housing Authority, Washington, D. C.

Dodge, Charles K. - Housing Management
Adviser, Region II, Federal Public
Housing Authority, New York City

Duggan, Eleanor - Senior Reviewer,
Chicago Housing Authority

Edwards, Herman - Property Manager,
Alley Dwelling Authority for the
District of Columbia

Espino, Rafaela - Associate Project
Services Adviser, Region III, Fed-
eral Public Housing Authority,
San Juan, Puerto Rico

George, Robert L. - Resident Manager,
High Point, Seattle

Graham, M. A. - Property Manager,
Barry Farm Dwellings, Washington,
D. C.

Hanlon, Peter E. - Housing Manager,
Dover (New Jersey)

Hanson, Willis E. - Housing Manager,
Federal Public Housing Authority,
Waterloo (New York)

Hofferberth, C. A. - Principal Housing
Manager, Region V, Federal Public
Housing Authority, Cleveland

Hooker, Irene L. - Property Manager,
Alley Dwelling Authority for the
District of Columbia

Howard, Velma K. - Leasing and Oc-
cupancy Adviser, Federal Public
Housing Authority, Philadelphia

Hyman, Alice - Associate Racial Rela-
tions Adviser, Federal Public Hous-
ing Authority, Washington, D. C.

Kirby, Raymond A. - Principal Housing
Adviser, Region V, Federal Public
Housing Authority, Cleveland

Klein, Edwin W. - Housing Manager, Whel-
don Park Homes, Springfield (Ohio)

Langer, Rudolph H. - Assistant Housing
Manager, Parklawn, Milwaukee

Laverty, Wayne H. - Senior Maintenance
Landscape Architect, Region V, Fed-
eral Public Housing Authority,
Cleveland

Mason, W. T. - Housing Manager, Roberts
Park and Liberty Park, Norfolk
(Virginia)

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with the local school assuming responsibility for the development and administration of such a program. This expansion, of course, makes possible many more services than the simple coordinator or child care program. In El Paso the local school has broadened its program to service housing developments, turning over school building space for crafts and general recreation, undertaking to establish nursery schools, and promoting volunteer leadership.

The Region VIII FPHA office feels that in the programs under way in Texas and Arkansas they have been particularly fortunate in getting the assistance of home economists who meet requirements of general adaptability, personality, appearance, and interest in housing. It is also felt that the programs are a sound means of uniting community interest, operating as they do through the school system. It has been found that the home counselors tend to become liaison officers between housing authorities and other local agencies interested in community programs.

Inquiries about ways and means of initiating such programs should be directed to the Chief of Home Economics, State Department of Education, at the capitol city of a state.

A MEANS OF PREVENTING HOT WATER TANK CORROSION

by C. A. Wright, Chief Engineer
City of Louisville Municipal Housing Commission

I have done some experimenting and quite a bit of investigating on methods for combating serious corrosion in the domestic hot water generators at all of our projects, with no satisfactory results or answers until last October.

Trials — Failures

As a part of my investigation, I wrote to the United States Bureau of Mines but received practically no information there. They merely stated that their experience indicated that the economical thing to do was to let the corrosion proceed and replace the tanks after a number of years. The Federal Public Housing Authority could only suggest concrete lining of the tanks—a very expensive and, to my mind, a very doubtful remedy. I then tried in one of our tanks an electrolytic process, but with no results. Chemical treatment methods were studied but practically no water treatment companies were interested in the problem. The one or two that offered to tackle it could not bring the cost of treatment down within economical limits. Also, with chemical treatment, it is most necessary that the chemicals be definitely non-toxic, since domestic hot water must be suitable for human consumption.

It was also not practical to paint the interior surfaces with the paints available, due to the fact that we had to likewise have a nontoxic paint and due also to the fact that few paints, at least to my knowledge, will stand up under such service. Then, too, unless paints will stay well bonded to the tank wall, it is likely that the condition will be aggravated by accelerating corrosion in areas where the paint fails to adhere, thus shortening the life of the tank.

A Successful Experiment

Finally, last October, we tried an experiment in a tank in each of two of the boiler rooms at Beecher Terrace. The interior walls of the tanks were carefully wire-brushed down to bare metal and three coats of slaked lime were brushed onto the interior surfaces, allowing sufficient time between coats for drying. The slaked lime was mixed with water to a good brushing consistency. It should be noted that the important part of this procedure is the preparing of the surface prior to the application of the lime. The interior wall of the tank must be thoroughly cleaned; otherwise the lime will not adhere successfully to the interior walls.

After a five months' period, the two tanks under test were in good condition, indicating that this method may be very satisfactory for our projects. There was no indication of any new corrosion. The lime coating was perfectly visible and appeared to be yet well bonded to the walls. Usually after only a couple of months operation many barnacles will form, indicating active corrosion. A depression in the metal or pit will always be found under these barnacles, indicating active corrosion. No barnacles were observed in this test.

Costs Cheap

It is interesting to note that the only cost really involved is that of the labor. Lime is one of the cheapest chemicals obtainable and its cost is practically negligible.

I am merely reporting the results of our experiment and do not wish to give the impression that we have found a cure-all for hot water tank corrosion problems. I can merely state that the test indicates that the lime treatment can be satisfactorily used at our projects and that we expect protection for at least one year from a three-coat application.

HOME VISITS TO NEW RESIDENTS

by Drayton S. Bryant, Manager
Normont Terrace, Los Angeles

The following are excerpts from a paper by Mr. Bryant that describes in interesting detail the opening of 400-unit Normont Terrace last July. The Terrace is a Lanham Act, local authority managed war housing development for shipyard workers. The 400 families came from nearly every state in the union, with varying backgrounds and with little preparation for life in the new community. Mr. Bryant considered the orientation of these families a real challenge to sound management practice and ingenuity. His procedures and policies are outlined below. For the full story, a copy of Mr. Bryant's paper is available on loan upon request to the Management Division.

All four hundred of Normont Terrace's homes were occupied within a few days--a condition which would usually unleash upon the management office a torrent of questions on management policy, on the neighborhood, arguments based on misinformation, and complaints regarding equipment. . . A start in the wrong direction through misunderstanding, confusion, or ill-will, in the long run will have obvious effects on rental payments, maintenance of properties, and, ultimately, on resident turnover. Thus initial occupancy is a period of crisis, a crucial point in the entire his-

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New Division Members

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McAvoy, Daniel E. - Senior Housing Management Adviser, Region II, Federal Public Housing Authority, New York
McCoy, Thomas J. - Housing Manager, Corry and Titusville (Pennsylvania)
McKean, Morton H. - Senior Employment Examiner, Region VII, Federal Public Housing Authority, Kansas City (Missouri)
Miles, Wade M., Jr. - Housing Manager, Williams Court, Barlow Place, Truxton Dormitory, Highland Trailers, Portsmouth (Virginia)
Miller, Ernest E. - Area Housing Manager, Federal Public Housing Authority, Dayton (Ohio)
Olmedo, J. Vazquez - Housing Management Adviser, Federal Public Housing Authority, San Juan, Puerto Rico
Ostrowe, Ann F. - Assistant Leasing and Occupancy Adviser, Region II, Federal Public Housing Authority, New York
O'Toole, Thomas B. - Wilmington (Delaware)
Rathmann, Otto C., Jr. - Assistant Management Aide, Parklawn, Milwaukee
Roesch, Charles A. - Project Manager, Buffalo Municipal Housing Authority
Ryan, Thomas F. - General Manager, Buffalo Municipal Housing Authority
Schmitz, Harry W., Jr. - Project Manager, Overlook Homes, Dayton (Ohio)
Schroder, Fred F. - Director of Public Works and Utilities, Greenhills (Ohio)
Shub, Sol Z. - Junior Administrative Assistant, Region VII, Federal Public Housing Authority, Kansas City (Missouri)
Siegel, Jesse - Housing Management Adviser, Region II, Federal Public Housing Authority, New York
Simms, John A. - Housing Manager, Joseph H. Blodgett Homes, Jacksonville (Florida)
Smith, LeRoy A. - Property Manager, James Creek Dwellings and Syphax Houses, Washington, D. C.
Smith, Lucius - Housing Manager, Herndon Homes, Atlanta
Storey, Eugene L. - Housing Manager, Devencrest, Ayer (Massachusetts)
Unger, Paul A. - Project Services Adviser, Region V, Federal Public Housing Authority, Cleveland
Weir, Richard - Management Training Adviser, Region IX, Federal Public Housing Authority, Seattle
White, Harry A. - Housing Manager, Frances Cabrini Homes, Chicago
White, William W. - Resident Manager, Chollas View, San Diego

AVAILABLE UPON REQUEST...

Two Bulletins on victory gardens are now available upon request from either the Washington or regional offices of the Federal Public Housing Authority--Bulletin No. 7 for managers and Bulletin No. 8 directed to tenants.

YOU SHOULD KNOW ABOUT...

LOUISVILLE'S . . . Rent Collections

Louisville submits its claim to a place on the low rent collection loss record that appeared in the January issue of the BULLETIN. The Louisville Housing Commission claims rent collection losses from the date of initial occupancy through the year 1942 in amounts of 15/1000ths per cent and 18/1000ths per cent respectively for two of its developments --808-unit Beecher Terrace and 125-unit College Court. The Beecher Terrace loss dates from October, 1940, and the College Court loss from December, 1937. Mr. Earl Pruitt is the present manager of Beecher Terrace and the former manager of College Court.

CINCINNATI'S . . . Tenant Maintenance

The 1942 annual report of 1256-unit Laurel Homes in Cincinnati carries the following item: "After a year's operation with tenants doing the cleaning of public stair halls, it became apparent early in 1942 that steps would have to be taken to secure better and more complete cooperation from those who were inclined to neglect this responsibility. It was finally decided to employ someone to inspect the halls daily and report failures to clean them to the management office. These reports were studied weekly by the management and notices sent to delinquent tenants. When notices were not heeded, those responsible were promptly called to the management office where their obligation was again explained to them. In a few cases, we threatened eviction, and in two cases, failure to clean halls was definitely a contributing factor in our decision to ask tenants to leave. The final result of this program is that our halls are now in better shape than when janitors were employed to do the cleaning."

CHICAGO'S . . . Tenant Committee

In Chicago a committee made up of representatives from the lo-

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tory of a development. Farsighted management appreciates the necessity of molding initial attitudes of residents. . .

A Home Visitors Plan Initiated

On these premises, at Normont Terrace a plan for home visiting shortly after occupancy was outlined. . . It was felt that visits to homes of residents would not be worth while until the third or fourth day after occupancy--the housewives would be tired from moving, their homes would be disordered, and they would not be inclined to ask the visitors inside. On the other hand, visits made more than three weeks after occupancy were felt to be of less value, due to the fact that the resident by then would have obtained most of the information he desired and attitudes would have begun to crystallize into definite patterns. It seemed clear that the most desirable time for such visits would be from three to ten days after occupancy. . .

Basis for Selection of Visitors

Selection of proper personnel for such home visiting is of paramount importance. First requisite is objectivity toward people, the ability to eliminate one's own personality in such interviewing. A second requisite is flexibility, a readiness to meet a wide variety of situations with appropriate actions rather than leaning upon stereotyped responses, procedures, or book rules. The exact classification of a home visitor is probably something between an interviewer and a management aide, preferably with some knowledge of public housing in general and experience in project management in particular.

The above combination of abilities suggests a woman for the job of home visiting, a woman who has had several years at least of work experience, including a wide range of contacts with people, a woman who is old enough to have achieved a balanced and poised personality, yet young enough to be able to learn and to adjust easily to new situations. Such qualities may occur at any age but from limited experience to date, women between the ages of 28 and 35 have proved most satisfactory.

Since management should be anxious to avoid any resemblance to social work as it is too often practiced, social work experience is usually not desirable, unless the individual social worker is able to adjust quickly to a new set of values and objectives.

The experience of visiting hundreds of families is valuable to the employee and makes that employee a greater asset to a housing development than a person who has done only a simple job of straight application interviewing. Home visiting could be an excellent preparation for the job of management aide; in fact, the continuity of competent personnel is always of value to a housing development and in the case of home visitors, it would be desirable to have such personnel remain on the same development as management aides. Home visiting would thus be a good transitional experience between application interviewing and permanent service in direct management, as in the case of Normont Terrace, where two interviewers and a rental guide made the home visits. . .

Objectives of the Visits

The home visiting campaign at Normont Terrace was made via the kitchen door, since there are no walks to the front

door. However, one home visitor, who had done similar visiting at another development, felt that the housewives were more at ease in their living rooms. The average visit lasted fifteen to twenty minutes, depending entirely upon the interest of the resident. A few of the visits lasted as long as an hour. . . Visits to homes had several purposes:

1. Instruct and Check on Equipment

Home visitors were carefully trained in use and care of equipment and structure, including the reporting of service needs--stoves, refrigerators, water heaters, care of floors, care of linoleum, cleaning walls, and other details. While a maintenance employee, such as a plumber, could do the above competently, it was felt that it would be an exceptional maintenance employee who could achieve a desirable standard of attitudes on all of the aspects of home visiting listed below. In addition, the time of a maintenance mechanic is considerably more expensive. . .

2. Establish Resident-Management Relationship

Home visitors were especially coached in careful and exact statements on rental procedures; collections of garbage, rubbish, ashes; use of clothes lines, incinerators; additions to premises--shelves, etc; all clauses in the lease agreement; all charges and their bases. Especial attention was given to establishing proper attitudes on the part of residents toward management. Answers by visitors were to be based upon the fact that management should be (a) not paternalistic, dictatorial, or snooping--yet, (b) more than a straight business proposition--that management was willing to go half way in building a desirable community both physically and in attitude of people but that certain rules were necessary, rules with a reasonable basis that were open to suggestion, with initiative welcome. . .

3. Develop a Sense of Tenant Responsibility

The dominant note here was: "These are your homes"--their appearance, their satisfactory operation, the relations between families and with the neighborhood is determined by the residents, not by management. . .

4. Assist Residents to Enter the Neighborhood

Home visitors were given as complete information on the neighborhood as could be obtained--full information on schools, playgrounds, theatres, hospitals, libraries, and such transportation as existed. Stress was laid on the fact that a housing development was simply a part of a neighborhood. . .

5. Spot Special Maintenance or Social Problems and Special Interests

Management does not feel obligated to snoop into homes but in the accomplishment of the first four primary objectives stated, significant information is occasionally revealed--families which give promise to be serious maintenance problems; families where obvious violations of the lease agreement have been made, such as two families in one home, prohibited pets, etc; families where there is disease and where a call by a public health nurse is required; families with special interests that would like to participate in special community activities programs. . .

cal authority's five low rent and war housing developments is working with the authority in an effort to solve a problem directly affecting tenants--in this case, equipping of play grounds. Through the efforts of this committee the Chicago Authority has agreed to pay for all material necessary to provide swings, horizontal bars, lattice ladders, jungle gyms, digging pits, and "dodgers" and the tenant committee is to arrange for the construction of the equipment in the craft shops of the various projects. Committees of older children will assist in building the equipment and will supervise its use on playgrounds.

AKRON'S . . . YMCA Cooperation

At Edgewood Homes in Akron the boys' secretary of the local YMCA last winter instituted a Boys' Club called the Edgewood "Y" Aces. He directed the club with the help of a sponsoring committee made up of residents of the community. This fall the committee reorganized the club and set up a definite weekly "hobby shop" program, separating the activities of the older and younger boys, and arranged a weekly schedule of basketball games with grade school teams throughout the city. Leadership comes from the residents of the Homes but the YMCA secretary continues to supervise the club. During the summer he furnished the YMCA movie projector and films to the club for weekly performances and all proceeds were kept by the club to promote its activities.

Another YMCA cooperative organization at the Homes is a Sunday School for both boys and girls. It started out as a Sunday Club for boys, meeting on Sunday mornings. Community girls asked to join the group and then younger children began to attend--and it suddenly became apparent that an actual Sunday School was in session. The project management organized a teaching staff and obtained a superintendent and the school is now known as the Edgewood "Y" Sunday School--an undemoninational organization with an attendance of from 80 to 100.

HINTS TO THE HOUSING MANAGER

HEAT CHECK

► Several months ago the management of the two housing developments in Peoria (Illinois) began to take thermometer readings in homes from which complaints were made that heat was inadequate and it was found that 84 per cent of such complaints were imaginary. Complaints were usually made because the radiators were not completely warm--tenants not realizing that under certain weather conditions an automatic steam system can maintain 72° to 74° temperatures with minimum radiator warmth. As a result of the temperature-taking campaign, Elmer Jolly, Executive Director of the Peoria Housing Authority, reports that "since the first of December our complaints regarding heat have been reduced to a minimum."

GRADED NURSERY SCHOOL FEES

► Nursery school fees at Victoria Courts in San Antonio have been set up on the basis of family income as follows: (1) up to \$75 per month--no fee; (2) from \$75 to \$100 per month--10¢ per day for one child; 5¢ per day for each additional child; (3) from \$101 to \$125 per month--15¢ per day for one child; 5¢ per day for each additional child; (4) from \$126 to \$150 per month--20¢ per day for one child; 10¢ per day for each additional child; (5) from \$151 and up--25¢ per day for one child; 15¢ per day for each additional child. Fees are paid monthly and cover all-day supervision and meals. The school is sponsored by a special community Mother's Club.

COMPLAINT ADJUSTMENT

► Also at Victoria Courts, the management has initiated a regulation that no serious tenant complaints will be accepted at the management office unless they are written out, signed, and with the agreement

that the complainants will allow their names to be used by the management when trying to adjust the difficulties.

BOILER ROOM INSTRUCTION

► At Elm Haven in New Haven (Connecticut) the management arranged a Sunday afternoon open house in the project's boiler room for the purpose of demonstrating the methods by which heat is created and distributed to individual tenant apartments. The demonstration was held as a result of numerous tenant inquiries as to how the boiler plant worked. The maintenance men responsible for boiler room operation were present at the meeting to answer questions and to assist in the demonstration.

GROUP PENALTIES ASSESSED

► At Jonathan Pitney Village in Atlantic City, where maintenance of halls is a tenant responsibility, a 25¢ fine is assessed everyone in a building where hallways are found to be dirty. The management makes periodic inspections and if absolute cleanliness and order is not displayed, the fee is assessed each week until maintenance responsibility is assumed.

PRICE CEILING COMPLAINTS

► The tenant newspaper at Quinpiac Terrace in New Haven (Connecticut) has volunteered to follow through with the local Office of Price Administration on all tenant complaints submitted to it on price ceiling infringements or problems. The service was offered because some of the community's housewives complained of being charged more than ceiling prices but were taking no action. The paper has agreed to get all the facts and figures on specific cases, check them with OPA, and carry through to satisfaction any

justified complaints. The newspaper has undertaken the job on the theory that by helping individual tenants it is helping the entire Terrace.

PROJECT RATION BOARD SET UP

► At the management's request a ration board especially for project tenants has been established at Oak Leaf Park in Norfolk (Virginia--300 units). It was felt that much time could be saved project residents if a community board were organized. Tenants were urged to fill volunteer staff positions both by postal card invitation to particular individuals and by general announcement.

INCOME CHECK PROCEDURE

► In New York City a new annual income check procedure has been adopted by the housing authority. Each tenant is now notified of a date on which he is to file a certificate declaring his income and this date assignment is to carry over from year to year. This procedure permits the authority to spread out over a twelve months' period the task of checking incomes rather than doing a mass job once a year.

TENANT-MANAGER MEETINGS

► As a means of enlisting tenant cooperation in all types of community enterprise, the new manager of Farnam Courts in New Haven (Connecticut--300 units) has set out on a series of informal home meetings, each attended by some five or six tenants. At the meetings the manager seeks first to get acquainted with the individual members of the group and then talks to them all about community purposes and programs. The meetings are regarded as social evenings and refreshments are usually served by the tenants, with "a good time reported by all."